



REGION ONE



SCOOP

Utah Department of Transportation



Summer 2013

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**Thanks to all those
who contributed to the
"Scoop."**

Editor:
J. McDermott

FROM THE DIRECTORS'S DESK -- Kris Peterson



The "Scoop" is published twice a year and inevitably there are a lot of things that happen during the time between each issue.

We have accomplished a lot this summer. Let me list a just few of the major accomplishments:

- Replaced "Applesauce" bridge in 6 days.
- Paved Ogden Canyon
- Completed \$13M of Orange and \$30M of Purple Book Projects
- Issued the RFP for the South Davis Mobility Project (I-15 Express Lanes)
- Published the draft EIS for the West Davis Corridor.
- Built several Turn Pockets and many Pedestrian Ramps
- Paved and chipped many miles of roads

It never ceases to amaze me at the continual level of dedication, commitment and ingenuity that the employees of region one exhibit. There are many more accomplishments nearing completion, and I am excited for what is in store for the region over the next few months.

We often get compliments from members of the public who have been touched in a positive way. Your efforts and actions are appreciated by the members of the public more than we know. Recently, we received such a comment from someone whose car had broken down on the side of the road. One of our maintenance employees went out of their way to help the stranded motorist and get them back on the way. This is what they said about that service. *"I just wanted to send a thank-you on behalf of the aforementioned employee/supervisor. I had car problems near the construction site, after he was just off the clock, and he assisted me until I was able to get my car back on the road. I am an electrical engineering student and USU, and I am grateful to see such a [positive] side to UDOT!! Most Sincerely, Julie Collings"*

There have also been several changes since I last wrote. Carlos Braceras has been selected to lead our Department. Shane Marshall has been selected as our Deputy Director. Jason Davis is now the Director of Operations, Nathan Lee is the Region Two Director, Teri Anne Newell is the Region Three Director and Rick Torgerson is the new Region Four Director. While many have expressed relief that Carlos was selected to be the Executive Director because we know him and he knows us, we should not use that as an excuse to slow down and relax. Carlos recently distributed his vision for the Department.

We are not going to stop doing any of the great things we have been doing. Instead, we are going to elevate our efforts to better improve the transportation system for bikes and pedestrians. We are going to find improved ways to work with the communities to better understand their needs and do our best to say yes when we can. We are going to further the education of students through involvement in schools by promoting Science, Technology, Engineering and Math (STEM), and we will continue to find ways to be more efficient in everything we do.

I encourage each of you to study his vision for UDOT and identify ways to weave it into your everyday work. I am excited for the opportunities that lay ahead of us and can't wait to see the great ways we find to meet these new challenges.

SOUTH DISTRICT**Brent DeYoung, South District Engineer**

Over the last year, Region One's leadership has been visiting with businesses throughout the region, learning about their transportation needs and what we can do to strengthen the economy by working with them in a more cooperative way. Recently we visited the Weber School District transportation offices, where we met with Drew Wilson, the District's Facilities and Transportation Manager. Drew was a successful educator and high school administrator before he took his present job in the District. His office walls were lined with a variety of awards and honors, highlighting the success he has achieved in his career. As we sat in his office, one of the things I noticed on his wall was his "5 Points for Success." They consist of a main point with a supporting thought. I wrote them down, and would like to share them with you and what I think they mean.

1. Drew's first point of success is that "Mental Toughness Is Essential—*Sacrifice and Self-Denial.*" It seems to me that this goes hand in hand with another saying: "When the going gets tough, the tough get going." We can either fight through the roadblocks that occasionally get in our way, or we can let them block and hamper our progress. It takes mental toughness and a willingness to sacrifice some comfort to move forward and succeed at what we do. By sacrificing a little "ease" now, we can plow through the roadblocks and move our work forward.
2. The next one of Drew's points of success was, "Control the Ball—*Be in charge at all times.*" If you think about this in the context of a winning football or basketball team, it's a fact that the teams that control the ball and the tempo of the game are the ones that usually win. John Stockton doesn't get near as much credit as he should for the success of the Utah Jazz in the 1980's and 90's. But he was the consummate floor general, controlling the ball and then passing it, at the right time, to Karl Malone, Jeff Hornacek, or one other player to score. By controlling the ball and being in charge, Stockton helped the Jazz succeed against other teams who probably had a lot more talent than the Jazz did.
3. Third on Drew's list was "Operate On Lombardi Time—*Always be 10 minutes ahead!*" Vince Lombardi was coach of the Green Bay Packers in the 1960's. When he became coach of the Packers in 1959, they were the joke of the NFL. But by 1967, when he retired as their coach, they had won five NFL Championships, including an unheard of three in a row. Lombardi said the way to win is by "out-thinking the other guy," and that meant showing up early for work in his book. It has been said, the "early bird gets the worm," and by showing up early and then strategizing and planning when others were still relaxing, the Lombardi Packers got a jump on the competition. This record of excellence was unparalleled for its time, and is probably a good reason why the NFL's championship trophy is called, "The Lombardi Trophy."
4. Next in Drew's points of success was "Make the Second Effort—*... and the third, and...*" I think the point here is well-taken, right? If you want to succeed at what you're doing, sometimes you have to do more than give "the old college try." Sometimes, the only way you can get the job done is to fight through the heat, the cold, the ice, the broken-down vehicle, or whatever other problems may be in your way until you achieve success. *"If you think you can, you can. If you think you can't, you're right!"*
5. The fifth of Drew Wilson's 5 Points of "Success is Physical Fatigue Makes Us Cowards—*Only the strong survive.*" We need to take care of ourselves physically in order to perform at our peak potential. When we are tired due to staying up too late or perhaps partying too much, that fatigue could not only cause poor performance, but could actually be the difference between being safe or unsafe on the job. Let's make sure we're getting the rest we need and that we're in the shape we need to be in to perform our work at the level that the people of the state of Utah expect from each of us.



Drew Wilson is a very successful person because he has boiled his goals for life into five points that drive him forward daily. By drawing on the experiences of others he has charted a course that has led him to success in his job and in life. It is something we can all apply to our own careers and lives, and in moving forward in a positive way.



NORTH DISTRICT

Kelly Barrett, North District Engineer

One of the questions I hear a lot from our crews in the sheds is, "What can I do to be a better employee and improve my situation here at UDOT?" There are many answers to that question, but I'm reminded of what President John F. Kennedy said in his inaugural address in 1960: "Ask not what your country can do for you— Ask what you can do for your country." So perhaps the question is the same for us if we really want to improve our situation—"Ask not what UDOT can do for you— Ask what you can do for UDOT!" With that in mind (and apologies to Dave Letterman), here's a Top Ten list of things we can do to make ourselves better employees. *Here we go.....*

TOP 10 LIST OF THINGS TO DO

1. **Behave professionally.** It's a wonderful thing to work in an environment that is fun, and where everybody has a good time. But sometimes we like to goof around instead of buckling down and getting to work. Everyone knows the difference between a person who is fun to work with and a person who is always fooling around. Fun means a good personality, a joke or two, and a smile. Fooling around is wasting your time and that of others, being frequently off-task, and often being seen standing around on the jobsite instead being actively involved in what's being done. So the best thing we can do is try to have fun while maintaining professional behavior. I can probably work on this as much as anybody.
2. **Learn to take criticism gracefully.** This can be difficult, but it will provide you with valuable ideas about what people expect from you, any weak areas in your skill set, and what you may need to work on. And remember, if you receive some advice about your performance that stings a little or makes you mad, "firing back" or "getting even" isn't the best thing to do. Instead, wait until you cool down a little and then tell your supervisor that *you would like to fix the issue* and talk about what needs to be changed. Then be prepared to act on whatever advice or counsel you get.
3. **Learn to do your job, and do it well.** Whether it's menial and tedious or tough and time consuming, learn how to do the job, regardless of how difficult you think it might be. Working for the state is never going to make us rich, but there are other benefits in our jobs. The Transportation Technician Program can help you become more proficient at what you do and help you rise through UDOT's ranks. Most importantly, if you don't know how to do something, ask for help. Don't make excuses for why you didn't do it, or did it poorly.
4. **Cultivate good relationships with people.** Treat all your co-workers with courtesy and respect. They are part of your station "team" and having a good relationship with everyone improves the overall performance of the station. And remember, none of us like to be mistreated, disrespected, or talked down to. So treat your co-workers how you want them to treat you.
5. **When you get the opportunity to learn a new skill, or receive training for a different work activity-- do it!** Cross-training and developing a new skill set is the key to your future. That's why the Transportation Technician Program is so important to your career. If push comes to shove and people are going to be let go for some reason (and we hope it never comes to this), those who are the most versatile stand a better chance of being retained than those who can only do one thing. So branch out and develop your skills!
6. **Maintain a clean job performance record.** Do a good job; show up for work every day and on time. If you're where you need to be when you're supposed to be there and doing the best job you possibly can, it's very difficult to find fault with your effort. But if you don't do that, you don't have a lot of room to negotiate.
7. **Always arrive early.** Here's a good goal: be at least 10 minutes early every day. That way, if for some reason you do find yourself running late, you will still have a good chance of being on time. Vince Lombardi, the great coach of the Green Bay Packers, ran everything on Lombardi time-- meetings started 10 minutes earlier than the announced time. His players and coaches all knew this, and showed up early in order to "be on time." Lombardi's 1960's Packers are considered one of the greatest teams in NFL history. Maybe just being 10 minutes early for everything was a key to that success.
8. **Be part of the solution.** Sometimes complaining about what is bad about working for the state can become a habit. So quit whining and start being vocal about what's good! A positive attitude goes a long way with many supervisors. When you go to your supervisor with a problem, try and go in with at least one suggestion in mind for a solution to it. Even if he doesn't take use your idea right away, you will look like a problem-solver, not a complainer.
9. **Don't drag your feet.** There are some jobs we do that just aren't a lot of fun, but they have to be done anyway. So get right to it and, as is often said, "Just Do It!" You'll gain a reputation for having your act together more so than the majority of people are willing to. And supervisors remember that.
10. **Always be productive.** Don't worry about who gets credit for the completion of the work. Your supervisor knows much more than you think. They're watching who leads out and who has to be "encouraged" to get to work. The more productive you are in the regular work, the more likely you are to be considered for any "plum" assignments that may come along. So always look to do your best.

So there you are my **Top Ten** list of things we can do to be better employees. When you look at that list, there really isn't anything new on it. These are things we've been told our whole lives. But they're all things that if we take to heart can improve our outlook and our satisfaction with our jobs.



MATERIALS

Dave Holmgren, Pavement Engineer

A good pavement starts with a solid base. Have you ever been rocking down the highway when you noticed that the cracks in the road resemble the back of an alligator? Well, this is called alligator cracking or fatigue cracking. Have you ever wondered what causes it? Keep reading, then. This is caused by base failure. This is very costly to fix. Do you know why? The suspense just keeps building, doesn't it? Base failure is more expensive to repair than surface failures, because not only do you have to repair the base, but you also have to remove and replace the surface in order to get to the base. What a mess.

Now I know the next burning question in your minds is what constitutes a good base? If we could just figure out what a good base is, we can put it everywhere. Oh, that life could be so simple, but alas, it is not. It depends a lot on what the native soils are like. Is it clay? Is it gravelly? Enquiring minds want to know.

So, now that we know how important a base is, let's not make the mistake of thinking that our road surface, concrete or asphalt, can compensate for a poor base. That kind of thinking will come back to haunt us. We need to have sufficient design and sufficient inspection. Please do not think that I am accusing anyone of poor design or poor inspection. I drive on lots of roads that do not have alligator cracking. We do a great job. I just want to stress that our bases are just as important as our surfaces. Compaction is just as important as the thickness of the base. Can you see where this is leading? Don't gloss over an aspect of road building, thinking it's not important. You know what? It's all important.



TRAFFIC & SAFETY

Darin Frstrup

Traffic Operations Engineer

Zero Fatalities[®]
A Goal We Can All Live With

It has been interesting and enjoyable attending the Maintenance Station inspections this spring and discussing "Zero Fatalities" with everyone. As we have reviewed the statistics of the fatalities that occurred in 2012, I found it interesting that the majority of fatality crashes occur during the day, with clear conditions and dry road surfaces. Also, the majority of the fatalities are men between the ages of 24-59 years old. Thinking about it, this is the majority of the Department's workforce, and we are usually driving on the road during the day with clear, dry conditions.

So with this valuable information, I hope that all of us are taking the necessary precautions to reduce the risk of being in a serious crash. First, buckle up! Last year alone, one third (33%) of all fatalities was due to improper restraint. Please make this a habit so you can return home to your families each night. Also, get off your #\$\$% phone and just drive. The so called "important" text, tweet, status update, or phone call can wait until you get to your destination or until you pull off the road and stop driving. People will survive if you don't update your status or tweet every 5 minutes, and ironically, you will too.

Finally, in the last four years, 40% of the fatalities in Region One happened from June to September. More people are traveling state roads and thus, increasing your risk of being in a serious crash. Please "use caution" as you travel on your family vacations, golf outings, or whatever it may be. **Zero Fatalities** is truly a goal we can all live with.

The loss of just one life is too many. This is the philosophy of Zero Fatalities. It's a goal we can all live with. It's the **ONLY** goal we can all live with.



PROJECT MANAGEMENT Rex Harris, Program Manager

The Utah State Legislature has continued to show its commitment to transportation by passing another bill this legislative session known as H.B. 377.

This bill adds another \$125,000,000 for fiscal years 2014 and 2015 into the Transportation Investment Fund (TIF). In total to date there has been over \$3 billion programmed in the TIF fund since its inception in 2005. Money for this program comes from legislative appropriations, sales tax, and vehicle registration fees.



In order to gather enough money at any one moment, the legislature will often decide to bond for this money and essentially pay back this loan to the Utah

taxpayers over a number of years. This is the case with H.B. 377 where the legislature will issue bonds starting in the coming months. It is an added benefit that the State of Utah has such a good credit rating which allows us to secure this money at the lowest possible cost.

Region One will see \$36 million in projects in 2014 coming from H.B. 377. These projects include:

1. I-15; 1100 South Interchange Improvements in the Brigham City
2. SR-108; 4000 South to Hinckley Drive
3. I-15; Layton Interchanges (Antelope Drive & Hill Field Road)
4. US-89; Antelope Drive Intersection Improvements

All of these projects are scheduled to have construction contracts in place before the end of the next legislative session. Thanks to the hard work of the employees of Region One, this will allow the legislature to see that their time and efforts in securing money for these projects was well spent. When we are able to successfully deliver projects like these, it ultimately turns into a win-win situation for everyone. The economy is boosted, the travelling public gain much needed transportation facilities in an accelerated time frame, and we continue to show all involved that we can be depended upon to make these types of projects a success.

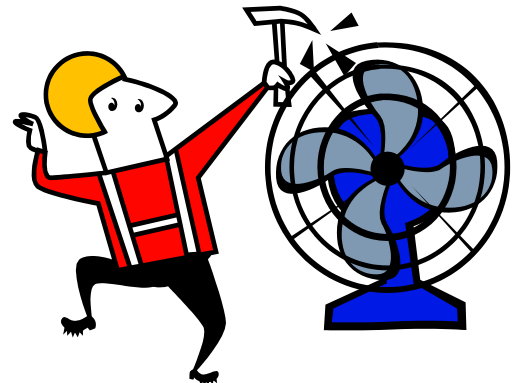


PRECONSTRUCTION Dave Adamson, Preconstruction Engr.

"It is kind of sad that when I see an upcoming three day holiday weekend on the calendar. All I

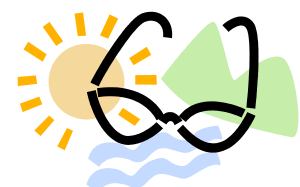
can think of is all the projects, big and small that I have to complete with that time off. It seems like there is a never ending stream of things to do around the yard and in the house. Now I can see the wisdom of living in a condo... if you can put up with those obnoxious overreaching condo associations.... Right, Jesse!

So as I spent this morning up in my attic wiring in a couple fans, I realized that I'm not as young as I used to be. One fan was particularly difficult to access, and I felt like a cave spelunker trying to access and wire that fan. I contorted my body in ways that a nearly 50-year old body shouldn't be contorted.



So you may ask, "Where am going with this?" How is this little story relevant to all of us? Well, after working too hard doing too many projects on my three day weekend, I realize that I need to schedule fun and take real time off. There will always be projects and things to do, but we need to make sure that we plan for things that we want to do. Kids grow up fast and life passes you by and before you know it, you show up to work after a three-day weekend with a sore body and no lasting memories.

Take time to make those memories.



Public Involvement -- Vic Saunders, Region Communications Manager

Asking the Right Questions Helps Us in Seeing the Solutions



Once upon a time, a truck became stuck in the Holland Tunnel between New Jersey and New York City. The truck turned out to be too tall to fit in such a tight place. As you might expect, traffic backed up for miles. Hundreds of thousands of motorists used the tunnel daily, and now their way was blocked. Highway engineers and traffic operations officials rushed to the scene to solve the problem but, try as they might, no one could think of a way to get the truck dislodged. Police officers finally arrived and began the slow process of directing irate drivers slowly around the wedged truck in a single lane as the frustrated officials and engineers stood by. They just couldn't see how they couldn't understand the solution to this big problem.

As one car edged up to the stalled truck, an 8-year-old boy leaned out of the backseat window. "Why don't you let the air out of the tires," he yelled. Ten minutes later, its tires deflated, the truck squeezed under the tunnel and was on its way. Why hadn't someone thought of that hours earlier? This great, old saw illustrates something we all would do well to remember what Stephen R. Covey said: *"The way we see the problem is often the problem!"*

How many times have you found yourself confounded by a seemingly impossible situation with a project or activity you were working on? The problem seemed so simple at the outset, but now you're hopelessly mired and getting nothing done fast. But the solution may be as simple as getting a bit of help to see things from a different perspective. Start by writing a description of what the problem is. Give a complete, but brief assessment as you can of what you believe the problem to be, and the outcome you're trying to reach. This is not the time for a white paper on the topic. Just write down the "executive summary."

Then, select several colleagues to serve as your "consultants." Inform them of your ground rules: First, they have to listen to your description of the problem without commenting (yes, this may be a challenge for some of them!). Then, they are not to offer advice but, instead, to ask you questions in return. They cannot ask you "yes or no" questions.

The questions below can serve as a starting point:

- What is the importance of this project?
- Where does this project fit within the priorities for UDOT (your station, your working group, your project team, etc.)?
- How much time has already been spent on this project/activity?
- What are the ramifications of not completing the task?
- What could be tried differently that might yield the desired result?
- What activities can be undertaken by others to help the person get the right solution?
- Which other tools should be considered in developing a solution?



These are just a few of the kinds of questions that could be asked.

The most important goal, however, is to ask the kinds of questions that will help break the "dam" of creative thought and gets ideas flowing again. And anything goes. It's very important to not be judgmental, as that will shut off the flow of creative thinking. In this process there's no such thing as dumb ideas.

As you and your "consultants" talk it out, an interesting thing will happen. The "alpha" waves in your brain will begin to flow again, and soon something that is asked by one of them will trigger a thought that will reveal the answer you've sought and one that may have been right in front of you all along. I have tried this many times and it works! Looking back, the boy at the tunnel didn't know anything about traffic or roadway engineering. He simply brought a different perspective to the problem at hand.

Sometimes we can all have pretty hard heads. We think we already know the answers, and it can be frustrating when the logical solution doesn't come to our minds immediately. But the real solution may only be a "question" away. Those we ask to advise us in these difficult times don't need to know the right answers. *They just need to ask us the right questions.*

From those questions, correct solutions are born.





Silver Barrel Awards



UDOT has the responsibility to build and maintain state roads. But the work done by employees to build bridges, maintain pavement or remove ice and snow also has an intrinsic value. An efficient and well-maintained transportation system supports economic vitality, improves quality of life, and helps make Utah a great place to live. "The work we do has an impact on people," said UDOT Director John Njord as he presented the Silver Barrel award to the first recipient today. The Silver Barrel Award is way to call attention to and thank the many employees who excel. "We have it all the time – people are always doing good things at UDOT," says Njord. Ultimately, that good work helps Utah citizens. The Silver Barrel recipients will receive a certificate, a pin, and a hardhat sticker to wear with pride. Like college football players who get a helmet sticker for a great pass or block, the Silver Barrel sticker and pin will be visual reminders of a job well done. The number of recipients will not be limited, and Njord expects to give many away. "Someone could earn a lot of them, or everyone could earn one or more." An employee who wants to call attention to a potential recipient should contact his or her supervisor.

John Njord, Executive Director, presented Tammy Misrasi and Dirk Richards the Silver Barrel award on Monday, March 25, 2013. Jay Carter retired and Trent Reeder took a lead position at Logan Summit and Alan Terry was off for an extended period of time in January. Tammy (Region Maintenance Analyst) and Dirk (Region Trainer) have both maintained their CDL's and have been willing to work plowing snow in any location we ask. In this instance it brought the Snowville/Park Valley crew back to normal size as two storms hit this area. During the last storm, Alan Terry, Station Supervisor, as previously mentioned, was off for an extended period of time. This left Tammy and Trent's replacement to handle the Snowville area, and Spencer and Dirk to take care of the Park Valley area. The storm was handled without incident, despite severe weather conditions. We certainly appreciate the willingness and dedication of both Tammy and Dirk. It allowed employees to take time off when needed and it softened the blow of transition in this Station at an unfavorable time of the year.

Congratulations!



Special Thanks for a job well done

REGION ONE EMPLOYEE OF THE YEAR JIM HARRIS

Jim is the Highway Operations Coordinator (Lead) for Ogden Maintenance Station #1422. He does an outstanding job with all of the work we do.

Five years ago, Jim took on additional responsibility by accepting The role of Permits Inspector for Region One, and he was the first to take on this role and has been outstanding in it. Jim always makes himself available to assist contractors with their questions, giving them the answers they need to make sure they are completing their work correctly. This not only benefits UDOT, but it helps the contractors make sure they do things right the first time.

While Jim has proven to be a wealth of knowledge to the contractors he works with, he has become indispensable to UDOT and the Ogden Maintenance Station where he has served with distinction for over 25 years. He helps keep track of the budgets, accident claims, MMQA counts, and OMS. His supervisor, Jason Stimpson has stated, "Jim doesn't just do a job— He lives it until it is completed to my satisfaction, or to the satisfaction of any other supervisor he may be working for. That kind of work ethic is not always evident in the world we now live in."



The following were also nominated for Employee of the Year:



Todd Finlinson
David Townsend
Tucker Doak
Robert Astle
Kyle Hess



REGION ONE LEADER OF THE YEAR ROD TERRY

Rod has been an excellent employee for over 25 years with the Department. He has served in many different capacities during his time with the Department, including Resident Engineer, Preconstruction Engineer, Materials Engineer and now as Project Manager. He excels in his role as a Project Manager and shows great leadership skills that has helped him manage a variety of projects, low and high profile. This coupled with his work ethic has made him a valuable resource for the Department.

This past year, Rod has had an incredibly tough workload that he has handled with great poise and professionalism. Each Project Manager in the Region is asked to take on a base workload that covers projects such as Orange (preservation) and Purple (rehabilitation) books, safety spot improvements, choke point, and various other types of projects. Rod has taken on most of these types of projects in Box Elder, Cache, and Rich Counties. That alone creates a tremendous workload that Rod has handled with extreme professionalism. On top of these projects, Rod has taken over management of the 10th West Reconstruction Project in Logan. The 10th West Project is converting a two-lane asphalt road into a five-lane concrete facility with curb and gutter, and drainage. Additionally, Logan City is undertaking major utility relocations (both wet and dry), and there are wetland issues, and railroad crossings. All of this has required Rod to act a negotiator for the Department in securing agreements to handle all of the financial, political, and jurisdictional issues with these third party entities. Each of these situations has come with extreme complications, and Rod had handled these problems expertly.



SERVICE AWARDS**January**

Ralph Hilsman 25 Years
 Darin Frstrup 15 Years
 Randy Cutler 5 Years
 Spencer Morris 5 Years
 Tom Roylance 5 Years

February

Nick Peterson 25 Years
 Doug Leatham 10 Years
 DeLayne Hansen 10 Years
 Trent Reeder 10 Years

March

Patricia Jones 35 Years
 David Holmgren 20 Years
 Jay Lindsay 5 Years
 Timothy Flinders 5 Years

April

Jim Harris 25 Years
 Glen Ames 15 Years
 Randy Jefferies 15 Years

May

Vic Saunders 5 Years
 Derek Smith 5 Years

June

Neil Searle 35 Years
 Chris Ransom 15 Years
 Jesse Glidden 5 Years
 Todd Walker 5 Years
 Blaine Carter 5 Years

**Service Awards – January – June 2013**

Ralph Hilsman & Kelly



Darin Frstrup & Kris Peterson



Randy Cutler & Kelly



Spencer Morris & Kelly



Tom Roylance



Nick Peterson and Kelly



Doug Leatham & Kelly



DeLayne Hansen & Kris



Trent Reeder Brent & Patty Jones



Dave Holmgren & Scott Nussbaum



Jay Lindsay & Kelly



Kelly & Timothy Flinders



Brent & Jim Harris



Dave Adamson & Glen Ames



Randy Jefferies & Rex Harris



Kris & Vic Saunders



Derek Smith & Kelly



Neil Searle



Chris Ransom & Kelly



Dave & Jesse Glidden



Todd Walker & Kelly

Blaine Carter & Kelly